



# Strategic Plan

2018 – 2022

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## Executive Summary

Welcome to the 2018-2022 Summit Fire and EMS Authority (“SFE”) **Strategic Plan**. This document is the work product of many hours of diligent research, visionary brainstorming, and robust discussion concerning the SFE organization. This document is intended to aid and drive the effort of self-improvement and also provides directional path in marked attainment of both current and future goals and performance targets. Essential partnerships between SFE staff as well as key stakeholders in the SFE community had a hand in creating this document. The creation of this document stems from a strong foundation of both the Lake Dillon Fire Protection District (“LDFPD”) and Copper Mountain Consolidated Metropolitan District (“CMCMD”) strategic plans. The LDFPD strategic plan had previously been updated twice since its inception in 2014 to reflect accomplishments and benchmarks achieved by the LDFPD and dually to encompass new concepts, ideas, and plans for LDFPD. The current SFE strategic plan in question is intended to serve as a planning tool as well as a guide for SFE through 2022.

SFE’s strategic plan sets forth a comprehensive vision and framework for staff as well as the community to measure key benchmarks and accomplishments through a diverse array of perspectives, backgrounds, and vision. In a joint effort, both SFE staff and the Summit Fire Authority (the “Authority”) Board of Directors will review and update the plan accordingly on annual basis.

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*“The significant problems cannot be solved at the same level of thinking we were at when we created them.”*

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*-Albert Einstein*

## Organizational Background

The Summit Fire and EMS Authority (“SFE”) includes municipalities in Colorado that currently include Frisco, Dillon, Montezuma, and Silverthorne. In addition, SFE also serves unincorporated county land and subdivisions such as Wilderndest and Dillon Valley. Federal lands including Keystone, Summit Cove, Arapahoe Basin, Copper Mountain are part of the SFE authority in question. SFE is the direct result of the successful consolidations of the following former fire districts/departments: Copper Mountain Consolidated Metro District Dillon, Dillon Valley, Frisco, Silverthorne, and the Snake River Fire Protection District. SFE is established and governed under Title 32 of the Colorado Revised Statutes as amended. A five (5) member, elected Board of Directors serves as the governing body for SFE.



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Currently, SFE serves approximately 23,503 permanent residents and upward of 150,000 visitors and second homeowners during continuous peak periods throughout the calendar year. The SFE authority is comprised of approximately 185 square miles and has a response area of approximately 479 square miles. SFE provides progressive and high-quality emergency medical, fire, hazardous material, technical rescue and wildfire services utilizing a professional cadre of 63 commissioned firefighters, 15 fire corps volunteers, and 11 civilian employees. SFE currently operates out of the four following response stations: Copper Mountain (Station #1), Frisco (Station #2), Dillon (Station #8), and Keystone (Station #11). An administrative office (Station #10) is located in Silverthorne. Additionally, two auxiliary, unstaffed stations exist in Summit Cove (Station 12) and Wilderrest (Station 14).

In addition to responding to over 3000 emergency calls annually, SFE provides preventive services such as fire safety/code inspections of both residential and commercial properties, technical plan reviews, wildfire defensible space inspections, and fire and environmental safety education. SFE also collaborates with other agencies on the federal, state, and local levels. For example, SFE works closely in partnership with the Summit Fire Authority. The Summit Fire Authority oversees the Summit County Hazardous Materials Team and the High Country Training Center (“HCTC”) located centrally in Frisco, Colorado. Under the Summit Fire Authority, both SFE and neighboring Red, White & Blue Fire Protection District collaborate to develop and staff the HCTC specifically to address the overall county-wide fire and hazmat programs in a consistent manner. The relationship between SFE and the Summit Fire Authority through the HCTC and the Summit County Hazardous Materials Team reflect an exemplary partnership evidencing and demonstrating the high level of commitment of SFE and the Authority to continuous and dynamic performance improvement through high-quality continuing education and training programs.

## Community-Driven Strategic Plan and the Strategic Planning Process

In March, 2013, the Management Team of LDFPD embarked on the Strategic Plan planning process. As a result, LDFPD became a “registered agency” with the Center for Public Safety Excellence (“CPSE”). Several structural formats, templates, and planning processes for strategic plans were examined from all across the United States. The process and general format outlined in the Fire and Emergency Service Self-Assessment Manual (8<sup>th</sup> Edition) (“FESSAM”) was chosen by the Management Team as the *best practices* model to follow. In September, 2016, SFE became an “applicant agency” with CPSE and commenced efforts to update this plan. In October, 2017, an Inter-Governmental Agreement was signed with Copper Mountain Metropolitan Protection District forming the Summit Fire and EMS Authority (“SFE”) effective January 1, 2018. Utilizing

*“If you don’t know where you are going, you will wind up somewhere else.” -Yogi Bera*



internal goals and those outlined in the FESSAM the Management Team decided the following items must be included in the process:

- Every member of the SFE staff must be involved in the process.
- The strategic planning process must be open and transparent for the entire staff.
- External Stakeholders from the community must be involved.
- The plan should be an operationally useful document.
- The plan is meant to be a “living document” which will be updated annually if needed.
- The plan shall function as a tool to provide short and medium-term direction.
- The plan shall build a shared vision.
- The plan shall set goals and objectives which meet **SMART** guidelines (Specific, Measureable, Attainable, Realistic and Timely).
- The plan shall optimize current and forecasted resources with respect to the economic climate and community expectations.

As such, “a community-driven organization is one that maintains a focus on the needs and expectations, both spoken and unspoken, of customers, both present and future, in the creation and/or improvement of the product or service provided.” *FESSAM 8<sup>th</sup> edition*

SFE established twelve (12) working teams whose planning responsibilities closely followed the categories and criteria outlined in the FESSAM with each team meeting between two and five times over a three-month period. In addition, a community survey was conducted with over 424 responses received and a lengthy internal survey was completed with a 93% participation rate. As part of this process, an external stakeholders’ team met three times and provided excellent community feedback to staff. The Authority applauds the efforts of the following external stakeholders:

<b>SFE External Stakeholders</b>	
Thomas Davidson	County Commissioner – Snake River Basin
Dr. William Pessemier	Former Director – SC 911 Comm. Center – Frisco Resident
Jody Acres	Director – American Red Cross – Keystone Resident
Ben Trollinger	Editor – Summit Daily News
Mark Hanschmidt	Chief – Silverthorne Police Department
Robert Sollenberger	Lake Dillon Fire Board – Silverthorne Resident
Jim Cox	Lake Dillon Fire Board – Summit Cove Resident
Debra Mitchell	Retired Elementary Teacher – Summit Cove Resident
Ward Jackson	Citizen at Large – Lower Blue River Basin
Bill Efting	Frisco Town Manager
Scott Lemme	Frisco Business Owner – Wildernest Resident



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Overall, the external stakeholders were pleased with the services provided by SFE. The stakeholders provided excellent feedback and suggestions. Some specific items revolved around:

- Consider public education campaigns to alert and educate the visitors to Summit County. This should include dual language coverage and include various lodging properties throughout the SFE response area.
- Identify opportunities to increase emergency awareness and preparedness efforts, especially as they relate to wildfires.
- Embark on an application (app) development for use in various types of mobile devices that will direct users to the SFE website.
- Solidify and enhance the collaboration between the municipalities with regard to code development.
- Link the SFE website to Twitter and Facebook using an app.



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## Community Survey Results

The survey instrument and processes utilized in the community included a hard copy which was handed out at local highly trafficked shopping venues such as City Market and Lowe's. Additionally, the community was encouraged to fill out a survey electronically. 424 responses were received and tabulated. The survey was conducted during the month of May which resulted in a higher percentage of "locals" filling it out as opposed to visitors to the authority coverage area.

**Some of the key results from the survey are detailed as follows:**

Emergency Response rated "Excellent"	79.4%
Emergency Response rated "Very Good"	17.4%
Non-Emergency Services* rated "Excellent"	76.9%
*Inspections, public education, plan review, service calls	
Overall Satisfaction	74.6%
Respondents indicated smoke detectors in their home	96.0%
Respondents indicated carbon monoxide detectors in their home	77.4%
Respondents indicated some defensible space around their home**	73.3%
**In the wildland urban interface	

A thorough and detailed analysis of the survey results yielded the following potential action items for SFE that will be examined for future strategic planning purposes:

1. Improve community wildfire preparedness.
2. Campaign to promote increased use of carbon monoxide detectors.
3. Initiate an inquiry and study into the age and types of smoke detectors in residences. Consider a public education campaign to replace them with the photoelectric type after ten years.
4. Increase public awareness of SFE's non-emergency services.
5. Increase public awareness of the Authority's website and social media sites as an informational tool and for emergency messages.
6. Include a fire safety message with water and utility bills issued by the municipalities and water/sewer districts.

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## Mission

The purpose of the Mission is to answer the following questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- Who do we serve?

A team of internal SFE stakeholders reviewed the existing Mission Statement where useful suggestions were made to update the Mission as SFE looks to the future. Collaborative review of those suggestions by the management team yielding the following mission of the Summit Fire and EMS Authority:

**“Unwavering dedication to serve our community with Integrity, Compassion and Professionalism.”**



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## Vision

- **Be the best that we can be.** We shall always strive for excellence in both emergency and non-emergency service.
- **Customer service is the focus.** We will work to provide quality services to our resident and non-resident customers.
- **Our most important assets are our employees.** We shall strive to help employees reach their potential through training, development, mentoring, counseling, education, and role model opportunities.
- **Be good guardians.** We shall use fiscal and human resources in a responsible manner.
- **Teamwork is a vital part of the foundation.** We shall develop partnerships and networks through active interagency and jurisdiction interface, as well as community stakeholders.
- **Integrity is always maintained.** We shall maintain high ethics and standards.



## Motto

**“Be the Best We Can Be”.**

In addition to a mission, SFE believes that **Core Values** simultaneously act as a guide in carrying out the mission.



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## Core Values

### TO THE PUBLIC WE SERVE:

The Summit Fire and EMS Authority will strive to provide the highest level of professionalism, excellence, and quality of reliable service.

### TO OUR EMPLOYEES:

- We owe: Dedication, a commitment to safety, loyalty, and mutual respect.
- Innovation:
  - “Get outside of the box”.
  - Ask why SFE cannot work to be a better organization and community partner.
  - Set the bar, meet the goals, and raise the bar higher in subsequent years; Make it happen.
- Trust:
  - Build on areas of common ground.
  - “Agree to disagree” yet maintain trust and mutual respect for any diversity among each other.

### TO OURSELVES:

- We owe both personal and professional growth.
- Work ethic: Be proud, work hard, strive for excellence in service and beyond.
- Caring: Be safe, do no harm, and just “be nice”.
- Integrity: Be honest, legitimate, open, and dedicated to serving others.
- Remain open to change and embrace it with flexibility.



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## Values

### ACCOUNTABILITY

SFE accepts responsibility for our job performances, actions, behavior as well as the resources entrusted to us.

### COMMITMENT

SFE is committed to both individual and the collective dedication of its employees to their jobs, to the organization itself, and to providing quality services to meet both internal and external stakeholder needs at a high level of performance.

### EQUAL OPPORTUNITY

SFE fosters a work environment fair to all current and prospective employees through equal treatment in employee benefits, promotions, training, continuing education, and daily responsibilities in addition to fair and equitable access for all citizens and consumers of SFE services.

### HONESTY

SFE promotes and exudes truthful and forthright interaction among employees, management, and the public fostering trust, integrity, and a lasting working relationship.

### OPEN COMMUNICATION

SFE encourages the honest exchange and processing of ideas and information with our internal and external stakeholders.

### PROFESSIONALISM

By encompassing all of the Core Values listed herein, the SFE individual shall consistently promoting honesty, respect, pride, positive self-image, and team-effort while adhering to a high standard of ethical conduct, competence, and innovation all the while acknowledging positive and negative criticism, accepting responsibility, and striving for personal and occupational growth.

### RESPECT

SFE is consistently demonstrating a deep and respectful regard for the diversity, needs, feelings, and beliefs of all people, and acknowledging ideas and opinions of every employee, citizen, and consumer.



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## SWOT Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis was performed to enable SFE to candidly identify positive and negative attributes.



## SWOT Analysis: **STRENGTHS**

It was important for SFE to identify strengths in order to ensure that it is capable of providing the services expected by the community and to ensure that the positive attributes are consistent with the current and evolving issues facing our community and organization. The internal stakeholders identified the strengths of the SFE as follows:

<b>Training Center</b>	The HCTC training center has kept SFE current with industry trends with an emphasis on safety.
<b>Resourcefulness</b>	SFE accomplishes many tasks with limited resources.
<b>External Relationships</b>	Maintains outstanding positive external relationships.
<b>Safety</b>	The primary objective of all divisions of SFE is safety.
<b>Operations Work Environment</b>	The SFE environment is positive and stable. Mistakes or errors are utilized as constructive teaching tools.
<b>Progressiveness</b>	SFE keeps abreast of industry trends.
<b>Opportunity for self-analysis</b>	SFE takes a look at itself and promotes changes.
<b>Diversity of revenue funds</b>	The funds show innovative fiscal responsibilities while displaying financial discipline at all levels.
<b>Success with diverse call volumes</b>	With limited resources SFE manages seasonal fluctuations with a diverse call load.
<b>Fleet Services</b>	Preventative maintenance has extended fleet longevity.
<b>Fire Prevention</b>	The commitment to prevention, education and current codes maintains a low fire loss per capita.
<b>Analysis</b>	Staff conducts thorough evaluation prior to initiating actions.
<b>Internal relationships</b>	General harmony exists between all divisions.
<b>Staff demographics</b>	Age, knowledge, longevity and backgrounds offer diversity.
<b>History</b>	Successful result of five consolidations mentioned above.



## SWOT Analysis: **WEAKNESSES**

Identification of weaknesses will enable SFE to continue to progressively move forward as the demands of SFE shift and change over time. Areas of enhancement can be identified and addressed. The internal stakeholders identified the following areas as weaknesses within the organization:

<b>Compensation</b>	The cost of living for staff living in and near SFE presents challenges.
<b>Operations Technology</b>	Multi-year capital replacement plans are needed.
<b>Allocation of funds</b>	The allocation of funds needs to be examined not just from a management level but also from that of the end user.
<b>Disconnect between management and operations</b>	Lines of communication are muffled by opinions of people who do not operate in a response station.
<b>Information Technology</b>	Disconnect between division needs and planning. Improve focus on training and support.
<b>Succession training and planning</b>	Lack of a succession plan. Identify individuals and mentor them for success for the next level.
<b>Professional development</b>	Upward career mobility may be perceived as non-existent in many paths.
<b>Lack of fire academy</b>	Some good candidates are being turned away due to lack of certifications.
<b>Rewarding mediocrity</b>	Taking on more work is not acknowledged, “stirring the pot” is criticized.
<b>Work Environment</b>	Micromanagement leads to a perception of lack of trust.
<b>Chain of Command</b>	COC is used more as a guideline than a rule. Problems need to be handled at the lowest possible level.

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## SWOT Analysis: OPPORTUNITIES

Opportunities must be explored and acted upon before a dynamic situation disappears. New possibilities and identifying industry trends are the key to a healthy future in uncertain economic times. The following opportunities were identified by the internal stakeholders:

<b>Enterprise funding</b>	Utilization of enterprise funds enables SFE to be less dependent on economic valuations.
<b>Statistical allocation</b>	The use of statistics will assist with resource allocation and justification.
<b>Consolidations</b>	Consolidations with other county fire and ambulance agencies.
<b>Station location analysis</b>	Optimization of station locations should be analyzed via a community risk analysis plan.
<b>Health and Wellness improvements</b>	Increased emphasis toward cancer prevention and performance standards.
<b>Fire-based EMS</b>	Industry trends on a national level suggest a fire-based EMS model would increase efficiency, diversify funding sources and enhance the overall quality of service.
<b>Succession training</b>	Prior to retirements, a plan will lead to the success of SFE.
<b>Develop an employee retention plan</b>	Formulate a competitive compensation package which focuses on both tangible and intangible benefits.
<b>Greater utilization of IAFF Resources</b>	Identify the resources offered by the International Association of Firefighters (IAFF).
<b>Continue to improve Information Technology</b>	Encourage BYOD (bring your own device) initiatives, improve employee training.

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## SWOT Analysis: THREATS

Recognizing current and potential threats will assist the SFE to ensure proper planning is implemented to address them. Fundamental to the success of the strategic plan is the evaluation and understanding that many threats cannot be controlled by the Authority. The following threats were identified by the internal stakeholders:

<b>Property valuations</b>	92% of the Authority’s revenue is derived from property valuation.
<b>Aging senior staff</b>	The senior staff is at or rapidly nearing retirement status.
<b>Lack of external funding sources</b>	There are limited additional revenue streams.
<b>Collective bargaining</b>	Changing variable labor costs to a fixed cost limits dynamic control.
<b>Competitor hiring</b>	The Authority qualified staff makes them desirable to other agencies.
<b>Climatic factors</b>	Wildland Urban Interface and hazardous materials.
<b>Tax Limitations</b>	The Gallagher and Tabor Amendments will continue to erode tax revenues.
<b>Political climate</b>	Local, state, and federal changes can affect the industry.
<b>Technology</b>	Keeping up with technology has cost implications.



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## Strategic Challenges

The Management Team for the Authority collated and reviewed the information received from the external stakeholders, the community survey, the internal survey, as well as the data from the twelve planning teams. These strategic challenges establish professional standards and assist in defining the organizational culture and guidelines for the Authority. Strategic Challenges can be defined as “Pressures that exert a decisive influence on an organization’s likelihood of future success” (*Baldrige Excellence Glossary*). Some specific strategic challenges identified by the various task forces and the management team include:

- While adhering to nationally recognized standards, provide cost-effective, fiscally responsible, all-hazards emergency response services, fire and life safety programs and training.
- With an emphasis on outstanding customer service, provide comprehensive life safety education programs in the areas of wildfire mitigation, emergency preparedness, fire prevention and healthy life styles.
- Prepare for and analyze the impacts and threats to SFE from all-hazards including but not limited to: wildfires, terrorism, hazardous materials, natural disasters and large scale medical events.
- Develop a comprehensive plan for the evaluation of station location analysis/function and integrate it with a capital improvement plan that includes strategic apparatus placement.
- Prepare for a dynamic turnover due to retirements, of upper management and develop primary and contingency succession plans to address the issues.

## Goals and Objectives

During the three to five-year period of this strategic plan the working teams were tasked with analyzing data internally as well as industry trends. The teams developed broad goals with objectives to match them. Staff was instructed to follow the **SMART** (*previously described*) objective guidelines and determine an approximate time frame for implementation / completion, funding criteria as well as critical tasking. The Management Team felt it would be best to follow the ten broad categories and criteria outlined in the *FESSAM, 8<sup>th</sup> edition*.

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## Governance and Administration

An organizational chart is located in the appendices of this plan. The proposed organizational chart reflects possible retirements and an example of what end-goal of succession planning efforts may look like. Efficiencies of collaboration with other external organizations will be an ongoing effort.

### Goal: Updated SFE Service Plan

<b>Objective 1.1</b>	Develop and Adopt a Summit Fire and EMS Authority Service Plan
<b>Target Completion Date</b>	September, 2018
<b>Assigned To</b>	Fire Chief, Executive Staff, Board of Directors
<b>FESSAM P.I.</b>	1A.1
<b>Critical Tasking/Performance Indicators</b>	<ul style="list-style-type: none"> <li>- Incorporate LDFR and CMCMD service plans into development of SFE Service Plan</li> <li>- Legal evaluation of SFE Service Plan</li> <li>- Adoption of Service Plan by SFE Board of Directors</li> <li>- Adoption by Summit County Commissioners</li> </ul>
<b>Funding</b>	\$1,000.00
<b>Outcome</b>	An updated service plan that is reflective of the Authority all hazards mission.

### Goal: Streamline operational and administrative processes

<b>Objective 1.2</b>	All SFE administration functions moved to a centralized administration facility
<b>Target Completion Date</b>	June/July 2019
<b>Assigned to</b>	All SFE administrative staff
<b>FESSAM P.I.</b>	1B.1, 3C.2
<b>Critical Tasking/Performance Indicators</b>	<ul style="list-style-type: none"> <li>- Community Risk Reduction Division moved from Station 2</li> <li>- Support Services Staff (IT) moved from Station 11</li> <li>- Fire Chief and executive staff moved from Station 10</li> <li>- Administration chief moved from Station 1</li> <li>- Operations Chief moved from Station 10</li> </ul>
<b>Funding</b>	\$4,100,000.00
<b>Outcome</b>	Streamlined administrative processes, improved planning, and communication



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Goals and Objectives: Governance and Administration, cont.

**Goal: Mission and vision statements providing clear strategic direction for SFE**

<b>Objective 1.3</b>	Assess need for revision and/or update of SFE mission and vision statements that is reflective of new organizational direction.
<b>Target Completion Date</b>	June, 2018
<b>Assigned To</b>	Fire Chief and Executive Staff
<b>FESSAM P.I.</b>	1A.10
<b>Critical Tasking/Performance Indicators</b>	<ul style="list-style-type: none"><li>- Form committee to conduct meetings for needs assessment</li><li>- Draft new mission and vision statements if required</li><li>- Publish and disseminate mission and vision statements</li><li>- Update all documents if required</li></ul>
<b>Funding</b>	\$1,000.00
<b>Outcome</b>	Clear communication of strategic direction to all Authority members

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*“Even if you’re on the right track, you’ll get run over if you just sit there”*  
- Will Rogers

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## Assessment and Planning

Assessment and planning are essential items in the determination of critical service level criteria. Specifically, area characteristics, community fire risk assessment strategies, response strategies, and planning strategies are included in this category.

### Goal: Institutionalize Accreditation into SFE daily processes

<b>Objective 2.0</b>	Risk methodology applied to all risks by planning zone
<b>Target Completion Date</b>	January, 2021
<b>Assigned To:</b>	Community Risk Division and Operations Staff
<b>FESSAM P.I.</b>	2B.1, 2B.4, 2B.5, 2C.3
<b>Critical Tasking/Performance Indicators</b>	<ul style="list-style-type: none"> <li>- All commercial occupancies evaluated using approved risk assessment methodology.</li> <li>- All commercial occupancies given OVAP scoring</li> <li>- Incorporate and evaluate fire protection components into risk assessment</li> <li>- All commercial occupancy risks recorded in records management system.</li> <li>- GIS incorporated into risk assessment.</li> <li>- Risk classification integrated into new CAD system</li> <li>- Assess <i>Effective Response Force and service level</i> requirements as they relate to community risk.</li> </ul>
<b>Funding</b>	\$10,000.00 for mapping software, SOC training, and staff overtime.
<b>Outcome</b>	Detailed analysis of community risk

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Goals and Objectives: Assessment and Planning, cont.

<b>Objective 2.1</b>	Implement and maintain performance improvement and monitoring strategies for delivery of services
<b>Target Completion Date</b>	Implementation: April 2018 Maintenance: Ongoing, Quarterly and Annually
<b>Assigned To:</b>	Operations Chief, Battalion Chiefs, Accreditation Manager
<b>FESSAM P.I.</b>	2C.1, 2C.6, 2D.1, 2D.8
<b>Critical Tasking/Performance Indicators</b>	<ul style="list-style-type: none"> <li>- Implement performance monitoring methodology</li> <li>- Implement performance monitoring system (Stats FD).</li> <li>- Maintain and improve performance (identify and report gaps and remedial actions).</li> <li>- Evaluate performance consistency, reliability, and resiliency</li> <li>- Provide recommendations for improvement</li> <li>- Provide written quarterly reports to operations staff</li> <li>- Provide Annual reports to the Board of Directors</li> </ul>
<b>Funding</b>	\$1,000.00
<b>Outcome</b>	Evaluation of service delivery in accordance with SOC standards

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## Goals and Objectives

### Goal: Ensure continuity and review of the Strategic Plan annually

<b>Objective 3.1</b>	The strategic plan in addition to goals and objectives will be analyzed annually at a staff retreat to ensure consistency with the mission statement and core values.
<b>Target Completion Date</b>	Annually
<b>Assigned To</b>	All staff
<b>FESSAM P.I.</b>	3A.1-3D.3
<b>Critical Tasking/Performance Indicators</b>	<ul style="list-style-type: none"> <li>- The strategic plan will be updated annually.</li> <li>- A list of goals and objectives and capital improvements will be developed and distributed to all staff and the Board of Directors.</li> <li>- A SFE community survey will be conducted</li> <li>- External stakeholder groups will be formed and involved in the strategic planning process.</li> </ul>
<b>Funding</b>	\$0
<b>Outcome</b>	A strategic plan that is current

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## Financial Resources

### Goal: Ensure financial transparency to the stakeholders of SFE

<b>Objective 4.1</b>	Obtain Certificate of Achievement for Excellence in Financial Reporting (CAFR) for SFE
<b>Target Completion Date</b>	January, 2020
<b>Assigned To</b>	Finance Manager
<b>FESSAM P.I.</b>	4B
<b>Critical Tasking/Performance Indicators</b>	<ul style="list-style-type: none"> <li>- Maintain LDFR CAFR</li> <li>- Complete requirements for SFE CAFR</li> </ul>
<b>Funding</b>	\$10,000.00
<b>Outcome</b>	Financial Transparency

### Goal: Automate time keeping within Caselle Payroll Software

<b>Objective 4.2</b>	Automate Roster, Timekeeping, and Payroll Processes
<b>Target Completion Date</b>	January 2019
<b>Assigned To</b>	Finance Manager and Administrative Chief
<b>FESSAM P.I.</b>	4B
<b>Critical Tasking/Performance Indicators</b>	<ul style="list-style-type: none"> <li>- Automated Import and export of timekeeping into payroll</li> <li>- Cloud based storage of all financial processes</li> <li>- Transparency and communication to all SFE employees</li> </ul>
<b>Funding</b>	\$10,000.00
<b>Outcome</b>	Financial Transparency

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## Programs

The program category defines the services, activities and responses provided by SFE for the community. In addition, the relevancy of the programs is examined.

### Goal: Transition to Fire Prevention Model to Community Risk Reduction Model

<b>Objective 5.0</b>	Application of Risk Assessment Methodologies to CRD
<b>Target Completion Date</b>	January, 2020
<b>Assigned To</b>	Community Risk Division
<b>FESSAM P.I.</b>	2A.1-2D.10,
<b>Critical Tasks/Performance Indicators</b>	<ul style="list-style-type: none"> <li>- All risks identified and documented in appropriate platform</li> <li>- All commercial occupancies entered into RMS</li> <li>- Inspections scheduled based on risk</li> <li>- All commercial occupancies inspected and recorded by January 2020</li> <li>- Pre-Plan all new and existing commercial by January 2020-scheduled by risk.</li> <li>- Develop a system to track program efficacy.</li> <li>- Develop and maintain Risk Assessment Management Plan</li> <li>- GIS incorporate into Risk Management Plan</li> </ul>
<b>Funding</b>	TBD
<b>Outcome</b>	All risks are identified, documented, and incorporated into a Risk Management Plan

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Goals and Objectives: Programs, cont.

<b>Objective 5.1</b>	Move from High Plains RMS to Emergency Reporting (ER) RMS
<b>Target Completion Date</b>	July, 2018
<b>Assigned To</b>	Administration Chief, Fire Marshall, Support Services, Operations Staff
<b>FESSAM P. I.</b>	5A.2, 5E.1, 8B.5, 5F.4, 9C.3, 9C.7
<b>Critical Tasking/Performance Indicators</b>	<ul style="list-style-type: none"> <li>- Optimal utilization and interface with the CAD program in the Summit County Communications Center.</li> <li>- Two Emergency Reporting SFE daily users (operations or CRD staff) sent to ER regional training to obtain in depth training and understanding of full capabilities of the RMS.</li> <li>- Comprehensive ER training provided to all staff members by May 2018</li> <li>- Incidents Module, Occupancy Module, Hydrant Module, Training Module, Maintenance Module, Inventory Module, Scheduling Module, and Payroll Module migrated from High Plains and to Emergency Reporting and fully implemented into SFE daily operations.</li> <li>- Ensure the requirements of ISO are addressed.</li> </ul>
<b>Funding</b>	TBD
<b>Outcome</b>	Improved process efficiency in RMS reporting

**Goal: Continuity of Operations plan institutionalized into SFE daily operations**

<b>Objective 5.5</b>	Incorporate Continuity of Operations Plan
<b>Target Completion Date</b>	June, 2018
<b>Assigned to</b>	MTM team
<b>FESSAM P.I.</b>	5D.7
<b>Critical Tasking/Performance Indicators</b>	<ul style="list-style-type: none"> <li>- COOP approved by management and BOD</li> <li>- COOP evaluated and tested</li> <li>- Station 2 generator installed</li> </ul>
<b>Funding</b>	\$1,000.00 for overtime and training materials
<b>Outcome</b>	COOP integrated into daily operations

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Goals and Objectives: Programs, cont.

**Goal: Maintain the role of the SFE Fire Corps**

<b>Objective 5.6</b>	Enhance the current Fire Corps model into a countywide Citizens Emergency Response Team (CERT)
<b>Target Completion Date</b>	January, 2021
<b>Assigned to</b>	Administration Chief
<b>FESSAM P. I.</b>	5E.1
<b>Critical Tasking/Performance Indicators</b>	<ul style="list-style-type: none"><li>- Collaborate with Emergency Management, Red White &amp; Blue Fire Protection District, Summit County Sheriff's Office and local law enforcement to enhance volume and recognition.</li><li>- Encourage current Fire Corps members and staff to obtain on-line training via FEMA (Ready.gov).</li><li>- Retention of current Fire Corps members</li></ul>
<b>Funding</b>	\$1,000.00
<b>Outcome</b>	County wide CERT Team

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## Physical Resources

Physical resources are defined as the property and assets of SFE. They include items such as fire stations, apparatus and large capital outlays.

**Goal: Determine life expectancy, major capital outlays, major repairs/upgrades of fire facilities, staff vehicles and apparatus**

<b>Objective 6.0</b>	Physical Resource Plans are developed for each SFE fixed facility
<b>Target Completion Date</b>	January, 2020
<b>Assigned To</b>	Administration Chief, Station Captains, Finance Manager
<b>FESSAM P.I.</b>	6A.1, 6A.2
<b>Critical Tasks/Performance Indicators</b>	<ul style="list-style-type: none"> <li>- Professional Audits budgeted and conducted of all fixed facilities.</li> <li>- Develop and maintain long term fixed facility maintenance schedule</li> <li>- Audits used to develop Physical Resources Plans</li> <li>- Physical Resource Plans published and approved by Fire Chief</li> <li>- Multiple year fixed facility budget developed</li> <li>- Project significant capital outlays or improvements for the next five years.</li> <li>- Develop a maintenance history for each facility.</li> <li>- Prepare a plan for a station alerting system on primary facilities as the budget allows.</li> <li>- Incorporate an “energy plan” for each facility</li> </ul>
<b>Funding</b>	\$30,000.00
<b>Outcome</b>	Improved forecasting on long-term fixed facility needs and budgeting

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Goals and Objectives: Physical Resources, cont.

<b>Objective 6.1</b>	Form a standing committee to perform a station location and needs assessment as it relates to community risk analysis.
<b>Target Completion Date</b>	January, 2020
<b>Assigned To</b>	Fire Chief
<b>FESSAM P. I.</b>	3A.1-3D.3
<b>Critical Tasking/Performance Indicators</b>	<ul style="list-style-type: none"> <li>- The committee will evaluate current station design, location and functions as they relate to a Standards of Cover (SOC) analysis.</li> <li>- ISO criteria will be considered in the analysis.</li> <li>- The team will examine locations and staffing levels</li> <li>- Analyze population growth, incident response, target hazards and community risk assessment to assist with station modifications or station relocations.</li> </ul>
<b>Funding</b>	\$0

<b>Objective 6.2</b>	Equipment Inventory and Control Tracking System Implemented
<b>Target Completion Date</b>	January, 2019
<b>Assigned To</b>	Administration Chief and Station Captains
<b>FESSAM P. I.</b>	6E.4
<b>Critical Tasking/Performance Indicators</b>	<ul style="list-style-type: none"> <li>- Develop and implement inventory tracking methodology</li> <li>- Maintain inventories of all equipment including safety equipment</li> <li>- Maintain Service and maintenance history of all equipment</li> <li>- Standardize Service Order procedures and tracking of OOS equipment</li> <li>- Developed a long-range replacement schedule</li> </ul>
<b>Funding</b>	\$0
<b>Outcome</b>	To insure equipment is appropriate and accounted for

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## Human Resources

The core of any organization is its people. Above all, SFE places the safety and welfare of its employees first.

**Goal: Maintain and improve safety, health and welfare of SFE staff**

<b>Objective 7.1</b>	Designate a Health and Safety and Risk Management Officer
<b>Target Completion Date</b>	January, 2019
<b>Assigned</b>	Executive Staff
<b>FESSAM P.I.</b>	7F.1
<b>Critical Tasking/Performance Indicators</b>	<ul style="list-style-type: none"> <li>- Specific person assigned</li> <li>- Occupational health and safety and risk management programs formally implemented</li> </ul>
<b>Funding</b>	TBD
<b>Outcome</b>	Occupational Health and Safety programs implemented and supported by management.

**Goal: Maintain and improve safety, health and welfare of SFE staff**

<b>Objective 7.6</b>	Explore and develop a succession plan program
<b>Target Completion Date</b>	March, 2019
<b>Assigned to</b>	Succession plan committee
<b>FESSAM P.I.</b>	7D.6
<b>Critical Tasking/Performance Indicators</b>	<ul style="list-style-type: none"> <li>- Form a succession committee with membership reflective of all divisions and ranks</li> <li>- A succession program developed</li> <li>- Executive approval and implementation of succession plan program</li> </ul>
<b>Funding</b>	\$5,000.00
<b>Outcome</b>	The organization is preparing for succession at all levels of the Authority.

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## Training and Competency

The proper training and qualifications of staff members is central to the success and the safety of the SFE. Specific items in the training category have been addressed in Category 5. Based on an internal survey of SFE staff members the vast majority feel the training they receive from the High Country Training Center (HCTC) as well as from outside training is excellent.

## Essential Resources and External Relationships

Essential resources are those mandatory services which are required for continuity of operations.

**Goal: Explore opportunities to work with outside agencies in a collaborative fashion to enhance or maintain services and to maximize fiscal efficiency**

<b>Objective 9.0</b>	Evaluation of Summit County Communication Center system deliveries and capacities.
<b>Target Completion Date</b>	September, 2018
<b>Assigned To</b>	Administration Chief and Accreditation Manager
<b>FESSAM P.I.</b>	9B.7
<b>Critical Tasking/Performance Indicators</b>	<ul style="list-style-type: none"> <li>- Conduct an annual appraisal of time based objectives of alarm handling</li> <li>- Identify gaps and publish recommendations</li> <li>- Evaluate ISO and accreditation criteria and implications.</li> <li>- Evaluation of system deliveries and capacities.</li> <li>- Communicate CAD recommendations</li> </ul>
<b>Funding</b>	\$1,000.00
<b>Outcome</b>	Interoperability of the communication system is evaluated and documented.

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Goals and Objectives: Essential Resources and External Relationships, cont.

<b>Objective 9.1</b>	Examine and pursue strategies to enter into functional or operational consolidations with agencies having similar core functions.
<b>Target Completion Date</b>	On-Going
<b>Assigned To</b>	Executive Staff
<b>FESSAM P.I.</b>	10A.3
<b>Critical Tasking/Performance Indicators</b>	<ul style="list-style-type: none"> <li>- Identify efficiencies, organizational models and opportunities with agencies such as, Red, White and Blue and Fire Summit County Ambulance.</li> <li>- Examine functional areas to achieve maximum efficiency.</li> </ul>
<b>Funding</b>	\$0
<b>Outcome</b>	Improve efficiencies and streamline functional operations.

<b>Objective 9.3</b>	Examine, evaluate and develop comprehensive communication and Information Technology (IT) plans to ensure continuity of operations.
<b>Target Completion Date</b>	June, 2018
<b>Assigned To</b>	Administration Chief
<b>FESSAM</b>	9C.3
<b>Critical Tasking/Performance Indicators</b>	<ul style="list-style-type: none"> <li>- Develop a five (5) year IT plan to include capital outlays, improved functionality, migration to cloud-based platforms and maximum cost to benefit improvements.</li> <li>- Develop and document a IT strategic plan</li> </ul>
<b>Funding</b>	TBD





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# APPENDIX A: Vehicle Replacement Plan



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# APPENDIX B: Organizational Chart



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## APPENDIX C: Facilities Improvement Plan



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## APPENDIX D: Summit Fire and EMS Authority Map

